Human Resources Development and Management Plan – Table of Contents

I. Overall System Strategy

1.   Human Resources (HR) Customers:

        This HR Development and Management Plan describes our quality initiatives and how they link to our workforce (our customers) and to our overall Strategic Plan. It includes Strategies, Goals, Objectives, Metrics and Action Plans for Human Resources management.

TACOM-ARDEC's vision "to provide overwhelming firepower for decisive victory" expresses our commitment to the development of a community of empowered and innovative people within a culture that promotes excellence and a work force maintaining the highest standards of Integrity, Honesty, and Trust. It envisions a work place that is valued by our employees for providing challenging and rewarding opportunities in a safe, equitable, and supportive work environment.

We accept the reality of downsizing by planning to apply a full assortment of methods including Voluntary Separation and Early Retirement Incentives, transition assistance, counseling, reassignment, and retraining to provide for the well-being of employees.

This integrated HR Management Plan enables TACOM-ARDEC to fully develop the potential of our work force and to sustain a culture of continuous improvement in quality and operational performance. For example, our Motivation Process Action Team was formed to deal with responses from on-going employee surveys. This PAT now contributes to the periodic update of this HR Plan.
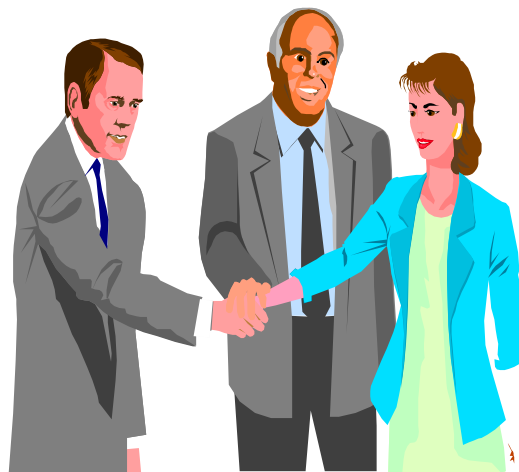
2.   Overall Human Resources Strategies.

                                support TACOM-ARDEC as a premier Center of technological
                                                                by updating
HR Goals, Objectives and Plans that are thoroughly partnered between management and employee

shared ownership in the decision-making outcomes.

II.   Metrics Summary

a. Human Resources Goals Links to Objectives:

TACOM-ARDEC Goals:	Linked HRD Objectives:
1. Be a "Center of Excellence" in armaments to provide customers "best value" products and services.	Quality Leadership Employee Involvement Learning and Development Rewards and Recognition
2. Be an organization that is capable of quickly meeting unique and changing customer needs.	Quality Leadership Employee Involvement Learning and Development
3. Strengthen our customer base within core-related business areas.	Quality Leadership Employee Involvement Learning and Development
4. Reduce the cost of doing business.	Quality Leadership Employee Involvement Learning and Development
5. Foster teamwork and employee involvement.	Quality Leadership Employee Involvement Learning and Development Rewards and Recognition Employee Well-Being

b. Human Resources Objectives and Metrics:

1. CATEGORY: QUALITY LEADERSHIP

(A)   Regenerate the TACOM-ARDEC workforce.

Objective: Promote to key vacancies
Objective: Attract, hire and retain new employees
Objective: Retrain employees for continuing skills needs
Objective: Establish retention allowance policy

Metric: Select for promotion within 60 days of exception approval.
Metric: Fill 100% of intern/coop quotas.
Metric: Retain 20% of surplus employees.
Metric: Declining voluntary loss rate of GS-13 and below in Career Program 16.

(B)   Deploy TACOM-ARDEC's Leadership philosophy of participative management and empowerment.

Objective: Train all supervisors and leaders to ensure they understand and display behaviors consistent with TACOM-ARDEC's leadership philosophy (MANTLE).
Objective: Provide Leadership Education and Development (LEAD) training.
Objective: Deploy employee feedback systems to analyze and improve leadership performance.

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Metric: All new supervisors and leaders trained in LEAD.
Metric: Average scores on reverse performance appraisals will show rising trend.
Metric: The HR Climate Survey scores for Leadership will show an increasing trend.

(C)   Deploy Partnering as a core method of doing business at TACOM-ARDEC.

Objective: Assure that all shareholders (management, Union, CPAC, CPOC, and EEO)
   participate jointly in key Human Resource decisions.

Metric: Increasing number of joint shareholder initiatives

(D)   Apply RESHAPE to TACOM-ARDEC organizational restructure and work design.

Objective: Deploy a flexible, team-based organization that responds to mission and
   customer requirements with an appropriate mix of skills and numbers of employees.
Objective: Optimize organization structure to accomplish mission.

Metric: Increase number of nonsupervisory team leaders.

(E)   Improve Human Resources Systems Effectiveness.

Objective: Deploy streamlined, timely, effective, and accurate HR processes for the
well

   being of the work force.

Metric: Climate survey, HR production reports, and other feedback tools
   indicate increasing positive trends.

2.   CATEGORY: EMPLOYEE INVOLVEMENT

(A)   Communicate and facilitate Participative Management and empowerment.

Objective: Deploy a communication plan to ensure that all employees are fully informed
   on HR initiatives.
Objective: Use Climate Survey to guide action plans for continuous communication
   improvement.
Objective: Conduct TACOM-ARDEC-wide climate surveys of participative
   management in all organizations quarterly.
Objective: Employee involvement to craft HR policy to include proposals for
reinvention.

Metric: Climate surveys show increasing management communication and openness to
   employee empowerment and participation.

(B)   EnhanceTeamwork and team performance by actions based on feedback.

Objective: Test a 360 degree feedback system using input from customers, peers,
   subordinates and supervisors to enhance team performance.

Metric: Complete test by FY98 and develop action plans based on test results by 2Q,
   FY99.

(C)   Encourage and reward Employee Creativity.

Objective: Maximize use of employee creativity and innovation programs.

Metric: Percent of adopted employee suggestions increases annually.
Metric: Number of Value Engineering, Patent, and Invention proposals per capita
    increase annually.

3. **CATEGORY: LEARNING AND DEVELOPMENT**

    Deploy a Multifunctional Workforce.

    Objective: Integrate ARDEC training needs into the TACOM Learning and Leadership
        Quality Institute (TLLQI)
    Objective: Enable employees to achieve Level III certification in AAC.
    Objective: Deploy a sequential and progressive course curriculum to enable a
        multifunctional work force in support of business unit objectives.

    Metric: Increased number of training instances at the TACOM Learning and Leadership
        Quality Institute (TLLQI)
    Metric: Increased number employees certified at Level III
    Metric: Climate surveys show increasing positive response to opportunity for skills
growth
    Metric: Increased number of training instances in TEMPLATE courses.

4. **CATEGORY: EMPLOYEE PERFORMANCE REWARDS AND RECOGNITION**

    Enhance and support TEAM RECOGNITION.

    Objective: Support and celebrate team recognition.

    Metric: Number of team monetary awards increases annually.
    Metric: Climate Survey results show increasing satisfaction with recognition system.

5. **CATEGORY: EMPLOYEE WELL-BEING AND SATISFACTION**

    Objective: Assure that TACOM-ARDEC is a caring and nurturing environment with
quality
        of Life programs.
    Objective: Assure that employees affected by downsizing have transition assistance
        available.
    Objective: Increase opportunity for promotions, details, and developmental
assignments.
    Objective: Provide a safe environment to reduce the risk of accidents, injury, and
illness.

    Metric: Climate survey questions on well-being indicate positive trends.
    Metric: Number and cost of work related accidents and illness is declining.

III. System Strategies and Metrics to Support TACOM-ARDEC Goals

A. SYSTEM STRATEGIES TO SUPPORT TACOM-ARDEC GOALS.

1. **TACOM-ARDEC Goal: Be a "Center of Excellence" in armaments to provide customers "best value" products and services.**

■ **Overall Strategy:** Our Strategy includes our programs to replenish core competencies, to retain our best employees, to acquire and retain technical knowledge, and to develop a multifunctional technical workforce. Our "Quality of Life" programs demonstrate our commitment to the well being of our people. Excellence in quality of life is maintained by taking action based on employee feedback and the dedication of significant resources to an elaborate array of employee wellness facilities and programs.

   ■ **Metric Goals:** Quality Leadership, Employee Involvement, Learning and Development, and Rewards and Recognition apply. (See Below).

2. **TACOM-ARDEC Goal: Be an organization that is capable of quickly meeting unique and changing customer needs.**

■ **Overall Strategy:** Build a flexible work force operating as multifunctional individuals on Integrated Product Teams (IPTs) that stay with an item or system from inception. Also, to broaden our employees' experience by fostering cross-training and lateral transfers, and details using matrix assignments. Our Reinvention program, Reshape strategies, and HR process streamlining are examples of how we adapt and change.

   ■ **Metric Goals:** Quality Leadership, Employee Involvement, and Learning and Development apply. (See Below).

3. **TACOM-ARDEC Goal: Expand our customer base.**

■ **Overall Strategy:** Our strategy here also applies to our human resources. Our goal is for our people to reach their highest potential; to build employee self-esteem and skill through education and training. Managers communicate organizational quality goals to focus training and use a triple career ladder (Supervisor; Development Project Officer; and Technical Expert) to chart development. We recognize and reward employee contribution to mission success.

   ■ **Metric Goals:** Quality Leadership, Employee Involvement, and Learning and Development apply. (See Below).

4. **TACOM-ARDEC Goal: Reduce the cost of doing business.**

■ **Overall Strategy:** The efficient use of our human resources is our single most important resources issue. In our downsizing environment we continuously realign our organization and employee skills to our mission. Knowledge work is what we do and our emphasis is on the alignment of our organization and jobs with the best qualified people who can provide real value added work.

   ■ **Metric Goals:** Quality Leadership, Employee Involvement, and Learning and Development apply. (See Below).

5. TACOM-ARDEC Goal: Foster teamwork and employee involvement.

■ **Overall Strategy:** Encourage teaming as a way of life and to create a receptive work environment by management through leadership (MANTLE). We use reverse appraisals and other feedback mechanisms to assure that management behavior at all levels reflects employee participation. We encourage employee feedback through internal customer surveys and we stimulate innovation by providing quick feedback to suggesters. We reward employees who have creative ideas.

   ■ **Metric Goals:** Quality Leadership, Employee Involvement, Learning and Development, Rewards and Recognition, and Employee Well-Being apply. (See Below).

B. DETAILED METRIC GOALS

   1. CATEGORY: QUALITY LEADERSHIP

      (A) Regenerate the TACOM-ARDEC workforce.

        ■ **Metric Goal 1. (A)(1):** Select for promotion within 60 days of exception approval.

        ■ **Rationale for Metric:**

          ◆ **Usefulness:** Sixty days is a target time for filling key vacancies in the current environment.

          ◆ **Expected Result:** That vacancies will be filled in 60 days or less

          ◆ **Metric Target:**

Current	1 Year	5 Year	Longterm
60+ days	60 days	30 days	30 days

        ■ **Metric Goal 1. (A)(2):** Fill 100% of intern and coop quotas.

        ■ **Rationale for Metric:**

          ◆ **Usefulness:** This is our primary source of new technical employees. We plan to increase the number of interns and coops.

          ◆ **Expected Result:** That we will increase the number of trainee spaces and that we will keep these spaces filled.

◆ **Metric Target:**

	Current	1 Year	5 Year	Longterm
Coops:	10	20	30	30
Interns	4	14	60	60

■ **Metric Goal 1. (A)(3):** Retain 20% of surplus employees.

■ **Rationale for Metric:** The retention of skilled employees whose positions have been affected by downsizing retains our investment in these employees.

  ◆ **Usefulness:** We plan to identify areas of continuing skills needs and retrain surplus employees for these important jobs.

  ◆ **Expected Result:** That we will reduce involuntary losses .

  ◆ **Metric Target:**

Current	1 Year	5 Year	Longterm
FY98 losses (x)	(x) less 20%	(x) less 50%	(x) less 75%

■ **Metric Goal 1. (A)(4):** Declining voluntary loss rate of GS-13 and below in Career Program 16.

■ **Rationale for Metric:**

  ◆ **Usefulness:** Turnover is expensive. We plan to reduce the separation of valuable talent by offering selective retention allowances.

  ◆ **Expected Result:** That we will reduce the loss of technical talent..

  ◆ **Metric Target:**

Current	1 Year	5 Year	Longterm
FY98 losses	declining	declining	low rate

(B)   Deploy TACOM-ARDEC's Leadership philosophy of participative management and empowerment.

■ **Metric Goal 1. (B)(1):** All new supervisors and leaders trained in LEAD.

■ **Rationale for Metric:** Training in leadership will improve leader skills. New supervisors and leaders will be trained first followed by experienced supervisors and leaders.

  ◆ **Usefulness:** Training and updating leadership skills provides a direct benefit to mission effectiveness.

  ◆ **Expected Result:** Leadership behaviors consistent with our MANTLE program.

  ◆ **Metric Target:**

Current	1 Year	5 Year	Longterm
90% trained	100%	100%	100%

■ **Metric Goal 1. (B)(2):** Average scores on reverse performance appraisals will show rising trend.

■ **Rationale for Metric:** By tracking the results of reverse appraisals, we can determine the quality of leadership. Higher scores will indicate improved leader effectiveness.

 ♦ **Usefulness:** By measuring employee ratings of supervisors, we measure the effect that supervisors have on subordinates. This feedback is important to us.

 ♦ **Expected Result:** We expect that overall supervisor rating scores will increase over time to a mean of 4.5 on a scale of 1 – 5.

 ♦ **Metric Target:** Current   1 Year   5 Year
 Longterm

Current	1 Year	5 Year	Longterm
4.2	4.4	4.5	4.5

■ **Metric Goal 1. (B)(3):** The HR Climate Survey scores for Leadership will show an increasing trend. Questions: 1,3,5,7,8,12,24,21.

■ **Rationale for Metric:** The Climate Survey is an indirect measure of leader effectiveness based on employee opinion.

 ♦ **Usefulness:** Tracking survey scores over time lets us monitor changes and track trends in employee perceptions. We focus on areas needing attention.

 ♦ **Expected Result:** We expect that survey scores will match and exceed Army averages and that our scores will improve over time.

 ♦ **Metric Target:** Current   1 Year   5 Year
 Longterm

Current	1 Year	5 Year	Longterm
51%	56%	75%	80-100%

(C) **Deploy Partnering as a core method of doing business at TACOM-ARDEC.**

■ **Metric Goal 1. (C):** Increasing number of joint shareholder initiatives.

■ **Rationale for Metric:** An increase in the number of partnering initiatives will show that deployment of the partnering business method is successful.

 ♦ **Usefulness:** Partnering is a means to an end (mission results) and also a successful end product of successful human resources culture. Increased partnering will benefit our mission and change our organization's culture.

 ♦ **Expected Result:** We expect the number of partnering initiatives to increase.

 ♦ **Metric Target:** Current   1 Year   5 Year
 Longterm

Current	1 Year	5 Year	Longterm
FY98 – 17	increase	increase	maintain

(D) **Apply RESHAPE to TACOM-ARDEC organizational restructure and work design.**

■ **Metric Goal. 1. (D):** Decrease number of supervisors.

■ **Rationale for Metric:** This is a direct measurement of our success in improving our ratio of supervisory to nonsupervisory employees.

♦ **Usefulness:** Our success in decreasing the number of supervisors will promote will improve our supervisor to nonsupervisor ratio as required by HQ.

♦ **Expected Result:** That the number of team leaders will increase and the ratio of supervisors to nonsupervisors will increase.

♦ **Metric Target:**

Current Longterm	1 Year	5 Year	
1:8 ratio	1:12 ratio	1:15 ratio	1:15 ratio

(E)   Improve Human Resources Systems Effectiveness.

■ **Metric Goal 1. (E):** HR production reports, and other feedback tools indicate increasing positive trends.

■ **Rationale for Metric:** Production reports enable us to track the trend of overall HR system effectiveness.

♦ **Usefulness:** Feedback results can be acted upon by the Executive Council to effect indicated improvements.

♦ **Expected Result:** Data will show that ARDEC is successfully managing HR changes that are necessary for downsizing, realignment and the well being of employees. Questions:

♦ **Metric Target:**

Current Longterm	1 Year	5 Year	
none	Increase	Increase	90%+level

2. CATEGORY: EMPLOYEE INVOLVEMENT

(A)   Communicate and facilitate Participative Management and empowerment.

■ **Metric Goal 2. (A):** Climate surveys show increasing management communication and openness to employee empowerment and participation.

■ **Rationale for Metric:** This is a direct measure of how well management is communicating our need for employee involvement and empowerment.

♦ **Usefulness:** Employee climate survey results reveal employee perception and response to ARDEC management's communication efforts. Tracking a data trend will reveal our success over time.

♦ **Expected Result:** We expect that employees will report positive feelings about management's efforts to communicate and deploy initiatives to increase employee involvement and empowerment. Five questions: 5,17,20,23,25.

♦ **Metric Target:** Current   1 Year   5 Year
Longterm

Current	1 Year	5 Year	Longterm
66.7	70	75	80

(B) **Enhance Teamwork and team performance by actions based on feedback.**

■ **Metric Goal 2. (B):** Complete test by FY98 and develop action plans based on test results by 2Q, FY99.

■ **Rationale for Metric:** We think that 360 degree feedback appraisals will reveal the acceptance and success of our teaming deployment.

    ♦ **Usefulness:** The 360 appraisal instrument is very useful for measuring the success of teaming. We want some indication that deployment of the 360 degree will measure the success of teaming at ARDEC.

    ♦ **Expected Result:** This test will reveal if ARDEC will be able to use this tool.

    ♦ **Metric Target:** Current   1 Year   5 Year
           Longterm

Current	1 Year	5 Year	Longterm
None	50% of IPTs	All teams	All teams

(C) **Encourage and reward Employee Creativity.**

■ **Metric Goal 2 (C)(1):** The number of adopted employee suggestions increases annually.

■ **Rationale for Metric:** More is better with employee suggestions, but the number of adopted suggestions is the best measure of quality ideas.

    ♦ **Usefulness:** This is a practical measure of employee creativity.

    ♦ **Expected Result:** The suggestion program has shown declining numbers in recent years and we would like that to level off or show an increase.

    ♦ **Metric Target:** Current   1 Year   5 Year
           Longterm

Current	1 Year	5 Year	Longterm
23	30	40	40

■ **Metric Goal 2. (C)(2):** Number of Value Engineering Proposals and Invention Disclosures per capita increases annually. (As a percent of population)

■ **Rationale for Metric:** Another measure of employee creativity.

    ♦ **Usefulness:** This measurement of intellectual property is focused on our technical mission work.

    ♦ **Expected Result:** We expect that the number of items identified will at least remain constant as a percentage of our population.

    ♦ **Metric Target:** Current   1 Year   5 Year
           Longterm

VEPs:	36	40	50	50
IDs:	22	24	30	30
%	2.1%	2.5%	4.0%	5.0%

3. **CATEGORY: LEARNING AND DEVELOPMENT**

Deploy a Multifunctional Workforce.

■ **Metric Goal 3. (A):** Climate surveys show increasing positive response to the Learning and Development composite questions (3,6,9,10,14,16,17,25).

■ **Rationale for Metric:** Employee feedback about their learning and development is available from the Climate Survey.

♦ **Usefulness:** This measurement of employee perceptions is an important way to determine the overall effect that our various learning initiatives may be having on the work force.

♦ **Expected Result:** We expect the survey scores to increase (improve).

♦ **Metric Target:**

Current	1 Year	5 Year	Longterm
71.3%	76%	90+%	90+%

■ **Metric Goal 3. (B):** Increased number Acquisition Workforce (AAW) employees certified at Level III.

■ **Rationale for Metric:**

♦ **Usefulness:** This metric measures a level of success for our AAW employees in achieving multifunctional certification.

♦ **Expected Result:** We would like to have all of our AAW employees achieve the multifunctional certification at Level III.

♦ **Metric Target:**

Current	1 Year	5 Year	Longterm
992	1091	1500	2000

■ **Metric Goal 3. (C):** Increased number of training instances in TEMPLATE courses.

■ **Rationale for Metric:** TEMPLATE courses provide very focused learning for our mission areas. More training of this kind is beneficial.

♦ **Usefulness:** A direct measure of employee learning.

♦ **Expected Result:** We expect to see an increasing cumulative instances of TEMPLATE training completed.

♦ **Metric Target:** Current   1 Year   5 Year
Longterm

| | 3451 | 4450 | 9450 | increase |

- **Metric Goal 3. (D):** Increased number of training instances at the TACOM Learning and Leadership Quality Institute (TLLQI).

- **Rationale for Metric:**

  - **Usefulness:** The TLLQI was established to provide multifunctional training and development. Our goal is to utilize this school.

  - **Expected Result:** We expect increased enrollment in TLLQI courses.

  - **Metric Target:**

Current	1 Year	5 Year	Longterm
7	increase	increase	steady state

4. **CATEGORY: EMPLOYEE PERFORMANCE REWARDS AND RECOGNITION**

Enhance and support TEAM RECOGNITION.

- **Metric Goal 4. (A):** Number of monetary team awards increases annually.

- **Rationale for Metric:**

  - **Usefulness:** This is a direct measure of support for teaming. Quality teaming should result in increased awards.

  - **Expected Result:** We expect to see a steady increase in the number of team awards.

  - **Metric Target:**

Current	1 Year	5 Year	Longterm
#	#+	#+	steady state

- **Metric Goal 4. (B):** Climate Survey results show increasing satisfaction with recognition system.

- **Rationale for Metric:**

  - **Usefulness:** This feedback from employees is specific to their perception that they are receiving adequate awards and recognition.

  - **Expected Result:** We expect to find the number of positive responses will increase over time to 100%. Question #1.

  - **Metric Target:**

Current	1 Year	5 Year	Longterm
70%	80%	100%	100%

5. **CATEGORY: EMPLOYEE WELL-BEING AND SATISFACTION**

- **Metric Goal 5. (A):** Climate survey questions on well-being indicate positive trends.

- **Rationale for Metric:**

♦ **Usefulness:** Employees need to feel that ARDEC is a caring and nurturing employer. This is a direct measure of that. Questions 1,2,3,11,14.

♦ **Expected Result:** We expect increasing scores on this aggregate question item.

♦ **Metric Target:** Current   1 Year   5 Year
             Longterm

	Current	1 Year	5 Year	Longterm
	57%	65%	100%	100%

■ **Metric Goal 5. (B):** Number of work related accidents and illness is declining.

■ **Rationale for Metric:**

♦ **Usefulness:** Employee well-being is enhanced by the absence of injury and illness.

♦ **Expected Result:** We expect to see instances of accidents and illness decline to minimum levels.

♦ **Metric Target:**

Current	1 Year	5 Year	Longterm
184	less 5%	less 50%	none

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IV. Quality and Improvement Strategies/Action Plans
Of System Processes

1. QUALITY LEADERSHIP (MANTLE)
   2.2 Perception that top management cares about employees.
   Supervisors and leaders all trained in leadership development (LEAD).

2. RESTRUCTURING AND WORK DESIGN
   Reduce the number of high-grade positions.
   Reduce the number of supervisory positions.
   Establish appropriate skills mix of jobs in restructuring.

3. HUMAN RESOURCE SYSTEMS EFFECTIVENESS
   Promote HR systems automation for customers.

4. PARTICIPATIVE MANAGEMENT
   Implement reverse appraisals throughout TACOM-ARDEC.
   Report milestone progress to the TQM Executive Council.
   Report annual improvements from reverse appraisal ratings.

5. CUSTOMER SATISFACTION
   Provide a HR Climate Survey quarterly.
   Analyze and publish results of the Climate Survey.
   Develop action plans where survey data analysis indicates a need.

6. EMPLOYEE CREATIVITY AND EMPLOYEE INVOLVEMENT
   Publicize IDEAS and Q&E suggestion programs.

7. LEARNING AND DEVELOPMENT
   Expand the coverage of TEMPLATES curriculum.
   Utilize the TACOM Learning Institute.

8. EMPLOYEE REWARDS AND RECOGNITION
   Enhance awards program automation.
   Enable team awards.

9. WELL-BEING AND SATISFACTION
   1.2 Perception of equal chance for promotion.

Appendix A

TACOM-ARDEC Employee Climate Survey

Questions	_Link to Plan_
1. When I do a good job, it is recognized.	Rewards and Recognition
2. For the most part, I am satisfied with my chances for promotion.	Well-Being
3. My annual performance appraisal has usually been helpful to me.	Leadership
4. If an employee has a problem with alcohol or drugs, he/she can get help at this installation.	Well-Being
5. Important information is communicated to me on time.	Leadership
6. I am able to get the training I need to do my job properly.	Learning and Development
7. If an employee broke the rules, my supervisor would take appropriate corrective action.	Leadership
8. If I filed a grievance, there is a good chance it would be held against me.	Leadership
9. I have participated in total quality efforts to improve or to serve our customers better.	Employee Involvement
10. If I want to know about job and promotion opportunities, I can get this information.	Leadership
11. All in all, I am satisfied with my job.	Employee Involvement
12. If I filed a grievance, I would get fair and impartial consideration of my complaint.	Leadership

Questions	*Link to Plan*
13. If my supervisor can't help me with an employment matter, I can usually get help from the Civilian Personnel Advisory Center.	Leadership
14. I find my work challenging.	Leadership
15. For the most part, employees have an equal chance to compete for promotion.	Leadership
16. The work I do is important.	Leadership
17. People in my work unit look for ways to improve their work.	Employee Involvement
18. I have good job security.	Well-Being
19. I frequently think about quitting my job.	Well-Being
20. Important changes in personnel rules or benefits are communicated to me.	Leadership
21. My supervisor is hard to talk to about job-related problems.	Leadership
22. I plan to remain with the Army until I retire.	Well-Being
23. I have the authority to carry out the responsibilities of my job properly.	Employee Involvement
24. Top management is concerned about civilian employees.	Leadership
25. People in my organization see the continuing improvement of work produced as essential to the success of the organization.	Employee Involvement